Franconia CPAC Strategic Plan

Overview: A strategic plan is a process of committing to a management model intended to ensure success in meeting our organizational objectives. In a macro sense, it involves addressing: Situation Analysis; Planning; Implementation and Assessment. Other elements include: vision, values, key goals and objectives. This plan is intended to provide a roadmap for the future; ensures our focus is on the most important issues affecting success; enhances the professional image of our team; ensures we are reading from the "same sheet of music," and identifies metrics to measure success. It transforms our operational approach from purely "transactional" to "strategic." The strategic plan ensures we are equally focused on our destination (our guide to the future). We recognize our ability to most effectively service our customers is to posture ourselves to "anticipate" their HR needs. We are committed to achieving the goals and objectives we identify in the plan. Also, we recognize this must be a living document, with an appropriate frequency of review and updating to ensure it is relevant to our stated goals and objectives (and our customer's expectations). The plan provides a common focus for CPAC leadership to manage core processes. We use it as a common reference to ensure we "stay on course". We also ensure the Franconia CPAC staff has input; understands the management concept; and utilizes the plan in establishing their work priorities. Finally, we need to ensure key stakeholders, e.g., the Garrisons and CHRA-E have input to the plan. Their contribution ensures support and enhances appreciation of HR service, and recognizes the value we provide in supporting their missions.

Mission/Vision Statement: The Franconia CPAC staff is chartered by CHRA-Europe to provide comprehensive HR services to our serviced population. We are a regional CPAC providing services to Schweinfurt, Bamberg and Ansbach communities. Our principal customer in each community is the IMCOM Garrison. Additional key customers are MEDCOM, Signal, and Aviation activities in these communities. We have key operational relationships with CHRA-Europe and USAREUR CPD to effectively administer U.S. (AF and NAF) and LN personnel programs. We are committed to ensuring our customers (managers, employees and applicants) are consistently satisfied with our service to the extent that each interaction results in a high level of customer satisfaction. We will provide expert HR operational support to satisfy the full range of LN and US servicing. We expect to be recognized as the best CPAC in CHRA-Europe.

Situation Analysis: The Franconia CPAC has a "regional" charter with offices at Ansbach, Bamberg, and Schweinfurt. A significant byproduct of US Army – Europe transformation has been the recent closure of Würzburg. RIF taskings coupled with loss of key staff members created significant back-log of actions throughout the servicing area. The completion of the closure and RIF processes related to Würzburg, as well as the addition of staff at each servicing location has helped to normalize backlog and overall workload issues. US Army – Europe transformation continues to affect operations as the identification of installations as "enduring" or "non-enduring" is somewhat in flux, which leads to stability concerns, both for U.S. and LN workforces.

These uncertainties further complicate a normally complex recruitment and retention challenge. A recently announced movement of CHRA-E operations from Seckenheim to Kaiserslautern will also affect our operations, especially in terms of our virtual employees. A recently approved initiative "the Army plan for strategic recruitment" assumes the combination of position classification, and recruitment and staffing to streamline these processes and eliminate unneeded "handoffs". The plan also incorporates management flexibilities in working selection certificates, which will provide challenges in its implementation. CHRA transformation initiatives moved staffing and recruitment processes to the CPAC. Although, this operational concept has been in place for some time, we have not fully implemented the intended transformation goal of HR specialists assuming the full range of responsibilities i.e., acceptance of RPA, announcement, preparing the certificate, determining employment eligibility and providing advisory services. The movement of CHRA-E to Kaiserslautern will eventually go a long way in resolving this issue as virtual employees will no longer be assigned to the regional processing location. Evaluation of staff requirements at each of the Franconia offices is necessary to provide for the right mix of skills and balance of LN and U.S. support at each location. It is critical to ensure we have continuity of services given turnover in U.S. personnel. It is necessary to evaluate workload levels across the Franconia area of responsibility and develop approaches to assisting each other during surge or workload spikes at individual locations. As with any CPAC, we are challenged with the administration of multiple personnel systems, i.e., AF (Title 5 and NSPS), NAF, and LN. Although, we do not have U.S. unions in the overseas environment, we have sufficient complexities on the LN side of the house with Works Council requirements. Supervisory training is a continuing challenge to ensure supervisors are equipped to exercise their personnel management responsibilities, especially when their subordinate workforce may typically include employees of multiple personnel systems. NAF U.S. servicing poses specific challenges because of position turnover, candidate availability due to unit deployments, i.e., family members often return to the U.S. for extended time periods during sponsor deployments, and the unique processing requirements required for candidates applying for child care or youth services positions. Overseas benefits and entitlements are critical processes presenting their own administrative complexities, e.g., TQSA, LQA, LQA reconciliation, home leave, emergency visitation travel, etc.

Core Values: Values shape our actions and ensure predictability of behavior within our team and in our dealings with our customers.

- We are committed to professionalism, integrity, honesty and truthfulness in dealing with each other and our customers. We ensure accountability by taking personal and professional responsibility for our actions to ensure a consistently high level of performance.
- We value open and honest communication to ensure we are consistently aware of the status of HR issues. We foster relationships of trust and mutual respect through listening; clear and direct expression of ideas, feelings, and information.
- We are committed to diversity and have a zero tolerance for discrimination in any form.

- We value professional development to ensure each team member has the tools to be successful. We will mentor each other to ensure maximum career potential is experienced by each member of the CPAC
- We value customer satisfaction and commit to going above and beyond customer expectations.
- We value innovation and will continuously explore traditional and non-traditional approaches to maximizing the quality of our service. We recognize that our team members and customers are often times the source of new approaches. We will actively seek their input.
- We value quality and will strive to ensure every HR transaction we process is 100% accurate.
- We are responsive to the needs of our team members and our customers.
- We value the community where we live. For U.S. employees, we recognize our role as ambassadors for our country and will conduct our behavior to ensure the most positive perception of the American culture.

Goals, Objectives: The steps needed to implement our strategic plan. Each goal and objective requires actions items, timelines for completion and intended outcome when implemented.

- ✓ **Communications**

  - ✓ Develop a Franconia CPAC newsletter
    - o Initial issue to be published in Jan09
  - ✓ Develop a plan for organizational visits by HR specialists
    - o Completed plan to CPAC chief by 15 Dec 08
  - ✓ Conduct recurring staff calls to share information with staff
  - ✓ Develop feedback method to ensure staff ideas and concerns are addressed
    - o Concept to CPAC chief by 15 Dec 08
  - ✓ Create an environment within the CPAC which facilitates communications between all personnelists resulting in minimum errors in processing personnel actions

- ✓ **Staff Development**

  - ✓ Develop individual development plan (IDP) for each CPAC member
    - o Completed IDP's by 15 Dec 08
    - o Identify skills gaps and identify training requirements needed to address skills requirements

- ✓ **Process Improvement**

  - ✓ Develop implementation plan for transition to Army Strategic Recruitment Process

- o Implementation plan to CPAC chief by Jan 09
- o Implementation plan must ensure staffing processes are completed with each specialist working the complete action from RPA acceptance to establishing EOD
- ✓ Develop quality control review process and develop timelines for specialist resolution of QC tickets and similar error listings.
  - o SOP completed by 30 Nov 08
- ✓ Develop timelines for classification processing by RPA type (AF and NAF)
  - o Utilize timelines (Appendix F) from Strategic Recruitment Process guidance
- ✓ Develop timelines for staffing processes
  - o Utilize timelines (Appendix F) from Strategic Recruitment Process guidance
- ✓ Develop customer feedback process to measure effectiveness of our MER management advisory services, LN, U.S. and NAF
  - o Develop concept plan by 15 Jan 09
- ✓ Develop staffing plan for each location in Franconia CPAC, ensuring appropriate resource allocation, skills requirements and LN/U.S. mix of staff
  - o Plan completed by 15 Jan 09
- ✓ Develop a model for exploring innovation opportunities, which will increase our efficiency and increase customer satisfaction
  - o Concept to CPAC chief by 15 Jan 09

- ✓ **Quality of Life**

- ✓ Evaluate alternate work schedules and other flexibilities for possible implementation

  - o Evaluation and survey of CPAC employees by 30 Dec 08

Assessment: The process of measuring the progress in meeting our objectives and evaluating the desired outcomes. This area includes recurring metrics we (both CPAC leadership and staff) use as basic efficiency indicators. This section is valuable in demonstrating to our customers and CHRA management the contributions of our team.

- ✓ Timeliness of classification actions (LN, U.S. and NAF)
  - ▪ Measure position review timeliness separately
- ✓ Fill Time (LN, U.S. and NAF)
  - ▪ Time to receipt of RPA to issuance of certificate
  - ▪ Time to EOD
  - ▪ Management time to make selection

- ✓ Days to clear QC errors
- ✓ Customer satisfaction with MER management advisory service
- ✓ Customer satisfaction with in-processing activities
- ✓ Meeting NSPS training requirements
- ✓ Meeting supervisory training requirements (U.S., LN and NAF)